



## THE EFFECT OF SOCIAL MEDIA ON BUSINESS PERFORMANCE OF TOURISM SECTOR IN JORDAN: AN EMPIRICAL STUDY

**Hamzeh Ahmad Mustafa Alawamleh** 

Department of Management  
ISBR Research Centre-Bangalore  
University of mysore - Mysuru, India  
salt70000@yahoo.com

**D. Narasimha Murthy**

Welingkar Institute of Management Development and research,  
102, Electronic City, Phase 1, Bangalore, India  
mail-narasimha.murthy@welingkar.org

### **Abstract**

*This study aims to identify the impact of social media dimensions namely, Openness, Online community, conversation on the business performance of tourism sector. 550 copies of the questionnaire was distributed, the research data were collected through questionnaire sent to managers -supervisors in tourism firms around Jordan. A stratified random sampling was used 550 questionnaire was distributed. The study has focused on the most important social media dominations, namely, Openness, Online community, conversation, in order to find out the extent of their impact on the firms performance. The study shows a significant effect of Openness, Online community, conversation of social media on satisfaction, where has no positive relationship between Openness, conversation on rapid adaptation while there is positive relationship between online community and rapid adaptation. Lastly the result also showed there is no relationship between openness, online community of social media and innovation.*

*Keywords: Openness, online community, conversation and business performance*

## INTRODUCTION

The technologies of today's social media bring dramatic change to corporate communication and public relations (Pangil, AlSondos, & Othman, 2018). Nowadays, the increasing progress in technology makes the service organizations in order to access the competitive advantage and dedicate much market share for themselves (Ali & Omar, 2016a). The utilization of The technologies effectiveness is extensive spread of information required by various users of the organization (Ali, Bakar, & Omar, 2016; Ali, Omar, & Bakar, 2016). It has an effect on the decision making and assists organization administrative co-ordination in the organization. It is thus founded that effective decision making is important to business performance (Ali, Bakar, et al., 2016). Social networking networks are empowering companies to become more socially active, leveraging new business model creativity focused on firms' ability to monetize and derive value from crowd-generated data and content. A social network is a social system composed of a variety of social players (i.e. people or organizations). It consists of a number of actors with a connecting device (Pangil et al., 2018). Social networking has made it possible for organizations to develop closer relationships with the reference group to leverage the network impact and harness collective intelligence (Koori, Muriithi, & Mbebe, 2018). Social networking is the product of Web 2.0-based internet based applications. Web 2.0 is a forum where software and content are not created and published by particular businesses and individuals, but are continuously and collaboratively generated and developed by various participants (Laroche, Habibi, Richard, & Sankaranarayanan, 2012). Matter of fact, Web 2.0 can be seen as a series of technical advances that promote the production, interaction and interoperability of inexpensive content. Social media should also be involved in companies and organizations. Organizations that do not have a social media presence and dismiss feedback from consumers on social media are at great risk (Parveen, Ainin, Moghavvemi, Jaafar, & Shuib, 2015). Since a small business is a privately owned and operated company, it employs a small number of people (Momani, 2016). According to Kaplan and Haenlein (2010) , who classify social media as "an Internet-based community application that builds on Web 2.0 's intellectual and technical foundations and enables user-generated content to be produced and shared," social media is the type of electronic communication in which users create online communities to disseminate information , ideas, personal messages and other details (Merriam-Websites-dictionary). According to (Ali, Bakar, et al., 2016; Ali, Omar, et al., 2016) information technologies are affecting business performance a lot. But (Ali & Omar, 2016b) argued that Before developing countries may embrace global technologies to meet their local needs, there is a need to build up infrastructure and human resources to a large extent. Many consumers in developed countries either do not trust or do not have the infrastructure to process electronic payments. Therefore this study tries

to recognize the impact of openness, online community, and conversation of social media on the tourism sector's business performance in Jordan.

### **Research Questions**

In the background segment of this report, it is clear that there is still a lack of understanding of the effect of social media on tourism success in the context of Jordanian firms. And the study problem can be solved by answering the questions mentioned below;

1. How does social media openness impact the performance of Jordanian tourism companies?
2. How does social media online community impact the performance of Jordanian tourism companies?
3. How does social media Conversation impact the performance of Jordanian tourism companies?

### **THE RELATIONSHIP BETWEEN SOCIAL MEDIA AND BUSINESS PERFORMANCE**

Several literature studies were devoted to exploring social media — firm success relationships in various contexts around the world. Beginning with, Surin and Ab Wahab (2013) His study aimed to investigate the effect of social networks on business performance in developed Malaysian manufacturing SMEs. Research data were collected via a mail questionnaire sent to owner-manager in Malaysia's manufacturing industry. A stratified random sampling was used, resulting in 226 available responses for data analysis. The results of hierarchical multiple regression revealed two important findings: first, network centrality had a positive and substantial effect on business success. Second, family members networking and network density had a positive, but not significant impact on business performance.

Chan-Olmsted, Cho, and Lee (2013) analyzed user views of six major social media groups — blogs, micro-blogs, social networks, wikis, forums, and online communities on five dimensions: dimensions: participation, conversationality, commonality, connectedness, and openness. Survey conducted among a group of U.S. social media users User profiles are also analyzed to determine the role of demographics and use in such perceptions. Results of a national user panel survey indicate that various social media technologies are viewed differently and trends of social media use, gender and age influence these perceptions. Habes, Alghizzawi, Khalaf, Salloum, and Ghani (2018) conducted a report on social media effect on students in higher education universities and its effects on academic performance of students. The researchers used a comparative and experimental approach to assess Facebook's effect and produce results by drawing on guidelines and findings from empirical

studies published in refereed journals. The study revealed that a significant number of university students use social media with more emphasis on Facebook, which in turn negatively affects their academic outcomes. Other research conducted by Garcia-Morales, Martín-Rojas, and Lardón-López (2018) The paper aimed to demonstrate how social media technologies (SMT) make the firm capable of acting on market opportunities and reconfiguring business capital by enabling networks to routinize the firm's knowledge and innovation skills. The paper analyzes data from Spain's survey of 201 technology firms. Lisrel structural equation modeling is used to evaluate hypotheses. This paper contributes to the literature by empirically modeling in a systemic model how SMT drives technical technology skills to enhance organizational efficiency directly and indirectly by exploiting in-house innovation processes. Other research conducted on tourism by Karim (2018) Research on "The Effect Of Social Media On Tourism Industry Growth In Bangladesh" to examine the reasons behind the growth of the tourism industry, a survey of 1,060 respondents that includes different professionals. Research shows that social media has fuelled recent tourism industry development in Bangladesh. Authorities, travel agencies, advertising firms, and tourism companies may use social media as a strategic tool for marketing destinations, discovering tourist spots, and developing facilities to grow industry. According to Alavi, Mehdinezhad, and Kahshidinia (2019) has analyzed the impact of social media on ads. "Qualitative and quantitative data analyzes are used for determining the rankings for the distribution of author, region, individual and institutional productivity. The survey also reveals a close cooperation between Chinese and U.S. researchers. In addition, there have also been impressive partnerships between US and other researchers. Analysis was also carried out by Pourkhani, Abdipour, Baher, and Moslehpour (2019) looked at the impact of social media on business growth and performance The results show that from the beginning of 2005 to January 2019, 2682 articles on social media and business in the Science Web have been indexed; however, since 2009, there has been a rapid increase in scientific output on the subject and a significant increase in the number of studies in 2017. The findings also show that the United States, with its 1,269 articles published, and Business Horizons Magazine, with the publication of 73 articles, were pioneers in the publication of this subject. Analyzing the content of works produced in the application of social media and business can help us better understand the growth trend in this area. Moy, Cahyadi, and Anggraeni (2020) analyzed the impact of social media on knowledge creation, innovation and performance in small and medium-sized enterprises in Indonesia. As a result, social media does not have a direct impact on performance. However, social media has a significant impact on business performance, moderating knowledge creation

and innovation. The efficiency of social media to improve business will be used by partners for knowledge creation and innovation.

Also Lin, Yip, Ho, and Sambasivan (2020) Research carried out on 'Accepting technological innovations in the B2B context and their impact on firm performance, the research used the Dynamic Panel Data System Generalized Method of Moment (GMM) approach to reviewing secondary data from 465 IT service companies and demonstrating that ethical leadership plays a critical role in enabling technology-based innovation. Moreover, the result showed that the firm's (research and development) R&D intensity, which was a proxy for company technological innovation, was negative and significantly associated with the firm's performance. Recent study by Martín-Rojas, García-Morales, Garrido-Moreno, and Salmador-Sánchez (2020) examined how Social Media's function and effect on complexity and organizational performance variables. The research model was tested using the Structural Equation Modeling (SEM) sample of 201 technology firms. His research contributes to existing literature by exploring the impact of digitally enabled networks (Social Media) on the dynamics of complexity through an analysis of their influence on firm performance. According to Garg, Gupta, Dzever, Sivarajah, and Kumar (2020) A research on the relationship between social media monitoring practices and market success in the Indian Retail and IT Industries has been conducted. In particular, a standardized closed questionnaire was provided to management and management consultants across the country and functional responses were obtained from 281 respondents. The survey was used. Structural Equation Modeling was used to evaluate empirical data obtained. Based on the results our study concludes that SMAP and BP mediated by CE are significantly related in the Indian retail and IT industries.

## **RESEARCH METHODS**

### **Research Design**

In general, the research design defines the blueprint for any particular research agency to overcome or effectively fix the issue. More generally, some of the leading methods of study are exploratory, explanatory and descriptive (Chisnall, 1997). The goal of the present study is to implement a quantitative methodology with a positive research philosophy. The key prospects for this approach are to draw the problem into specific hypothesis variables, to test relationships in the form of concrete hypotheses, and to test them by means of observations and instruments for statistical data and evidence (Creswell, 2013). Quantitative analysis typically caters for the hypothesis testing by which theoretical statements represent variables tested in the study.

### **Sampling and data collection**

Population can be described as any person or object that one wishes to understand while sampling is the process of selecting a portion of the population for investigation. It is a method of choosing a selection of units from a data set to assess people 's attributes, opinions and attitudes. Sampling the sample includes a standardized questionnaire to test people's views and attitudes.

Collected data through a standardized questionnaire may provide an enumeration of the selected population or subgroup. The target audience for this research would be managers and supervisors of the Jordon truism companies. 550 copies of the questionnaire were circulated, research data were collected by means of a questionnaire sent to managers-supervisors in tourism firms across Jordan. 550 questionnaires were administered using stratified random sampling. Stratified random sampling: a sampling process in which each subgroup called strata is given an equal chance of being selected at random. It gives equal representation to each stratum.

### **Data Analysis**

Data analysis was carried out using a component-based methodology, Partial Least Square, using SmartPLS 3.2. PLS is a statistical technique that offers greater versatility than covariance-based structural equation modeling (SEM) because it is not necessary for data to be normally distributed, and PLS also enables smaller sample sizes to be analyzed (Hair Jr et al., 2014). It also has a high tolerance for deviation from normality and is ideal for theoretical growth (Bassellier and Benbasat, 2004). Before estimating the PLS model, it is important to perform a series of analyzes to ensure the accuracy and validity of the measurements and to quantify the common bias of the system.

### **Research Framework**

Studies were explored in the fields of social media and business performance (BP). Social media was taken into account in this analysis in its three dimensions, Openness, Online community, conversation. With regards to the business performance aspects to be measured, they are divided into three indicators, which are (Rapid adaptation, Satisfaction, Innovation). Openness, Online community, Conversation, are exogenous variables, while business performance are endogenous variables.

Figure 1 presents the study framework mapping out the Social media –business performance relationship.

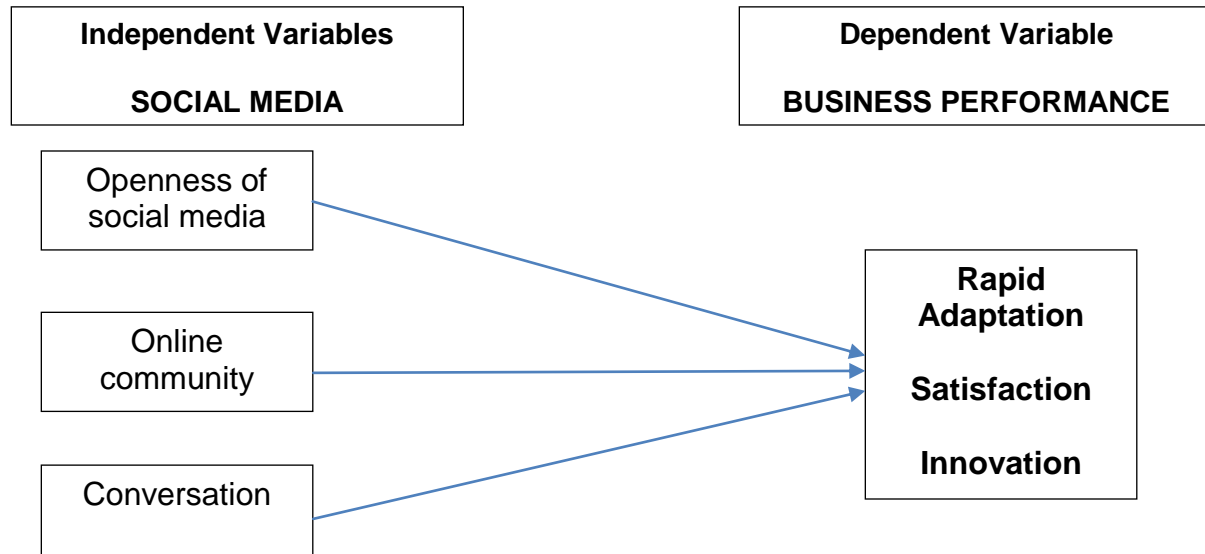


Figure 1: research framework of the study

## RESULTS AND DISCUSSIONS

This segment presents the results of analyzes of the data obtained by means of the survey questionnaire. The first section of the study addresses the response rate of the administered questionnaires, including the amount returned and the amount that could be used. In this first section, data filtering, such as accuracy of data input, lack of importance, evaluation of outliers were also discussed. The other sections of the study address the profile of the respondents and the findings of the factor analysis of the social networks (Openness, Online community, Conversation) and tourism companies Performance (Rapid adaptation, Satisfaction, Innovation). Finally, the review of measurements and structural models was performed, as well as the analysis of hypothesis experiments.

### Response Rate

The resolution of this research study is to conduct a questionnaire for 550 tourism company managers in Jordan, returning 441 questionnaires, reflecting the 80% response rate. Achieving the appropriate answer rate requires constantly tracking the recruited research assistants and the managers of different companies via phone calls and SMS to encourage return of questionnaires that are still in the hands of some respondents after three weeks. The response rate is therefore considered sufficient to evaluate this study from the perspective of (Jobber, 1989).

A total of 389 responses in this study are therefore suitable for review. Moreover, in addition to its ability to handle small samples, the predictive capacity of the PLS-SEM technique is improved with greater sample size (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). Therefore, the 70.7 percent response rate achieved in this study is considered excellent for Sekaran and Bougie (2016) Suggestion that the survey study supports a response rate of not less than 30%.

Table 1: Response Rate of the questionnaire survey

Response	Frequency	Percentage (%)
1.- Questionnaire number administered	550	100.0
2- Questionnaires returned	441	80.0
3- Questionnaires maintained and available	389	70.7
4- Questionnaires returned and in-usable	52	13.4
5- Unreturned Questionnaires	109	19.8
6- Rate of answer true		70.7

### Data Screening

Thus, data screening with the use of a partially least square structural equation model (PLS-SEM) was considered to be important. In accordance with the above, the researchers performed the data screening of the survey questionnaires for accuracy of data entry, missing data, identification of outliers and multivariate constructs analysis in this report (Hair Jr et al., 2014; Tabachnick & Fidell, 2013).

A total of 389 questionnaires duly replied to have been carefully coded and included in version 22 of the SPSS. However, each object in question has been coded according to the initials of its element and according its location, as stated under the various unobserved latent structures, to achieve a high degree of exactness. For instance, 24 social media measurement items (independent variables) (Openness, Online community, Conversation, were coded as OPE1, OPE2, OPE3, OPE4, etc. and the same process were applied to dependents variable tourism companies Performance (Rapid adaptation, Satisfaction, Innovation). After the data entry is complete, the researcher took the time to scan cases one after the other in order to verify the accuracy of the input data into SPSS and correct a few errors found. Therefore, each object in connection with the constructions was found to be in the 5 points-likert scales used in the study questionnaire.



### **Assessment of Outliers**

The outlier detection was performed in the data set of this study as suggested by (Aggarwal, 2013; Tabachnick & Fidell, 2013). In this analysis, Mahalanobis (D2) was used among the different methods of detecting outliers, classifying data points based on the observed distance. However, the chi-square approximation threshold with  $p < 0.005$  and  $df = 40$ , based on the 40 things observed, is 66.766. Consequently, no cases were discarded because their distance values for Mahalanobis did not surpass the threshold value obtained in the Chi-square table by 66.766, leaving 389 cases as final analysis results.

### **Multicollinearity Test**

However, a correlation matrix has been examined to detect any phenomenon of strong correlation, which implies multicollinearity between the independent latent variables of the analysis (Peng & Lai, 2012). As shown in table 2, multi-linearity does not occur as the correlation between the latent independent constructs falls below the threshold of  $r = 0.9$ . Furthermore, the tolerance level was used to ensure that the results from this study do not present multi-linearity problems. Consequently, tolerance values surpassed the minimum required 0.10 as shown in Table 3, thus further indicating that there were no multi-linearity problems with the results from this analysis.

Table 2: Inter-Constructs Correlations for Multicollinearity Test

	<b>CONV</b>	<b>ONC</b>	<b>OPE</b>
<b>CONV,</b>	<b>1.000</b>		
<b>ONC,</b>	-.019	<b>1.000</b>	
<b>OPE,</b>	-.064	.431	<b>1.000</b>

Table 3: Test multicollinearity

<b>Constructs</b>	<b>Tolerance value</b>	<b>VIF</b>
<b>CONV,</b>	.981	1.020
<b>ONC,</b>	.810	1.235
<b>OPE,</b>	.784	1.276

### **Descriptive Analysis of Constructs**

The mean was calculated and the middle point was used to evaluate the perceived levels of these factors in order to indicate different levels, such as low, modest and high as stated by Healey (2005). The mean scores was split into three categories. The low level of satisfaction

was between 1.00 and 2.25. The moderate satisfaction level range was from 2.26 to 3.75, and the high satisfaction range was from 3.76 to 5.00. The implications of these estimates are shown in Table 4.

Table 4: Descriptive Analysis of Constructs

LATENT CONSRUCTS	N	Mean	Std. Deviation	Level
Openness,	389	3.67	.854	Moderate
Online community,	389	3.71	.781	Moderate
Conversation,	389	2.83	.925	Moderate

The mean and standard deviation of independent variables are; openness (M = 3.67, Stdev = 0.854), online Interaction (M = 3.71, Stdev = 0.781), communication (M = 2.11, Stdev = 0.785) that refers to a moderate degree of social media activity by the tourism company managers / employees of Jordan. These results show that the Jordanian tourism owners / managers demonstrate high management practice that could lead to success.

### **Assessment of Measurement Model**

As mentioned earlier, PLS-SEM was used to estimate the model with the software application SmartPLS version 3.3.2. Ringle, Wende, and Becker (2015) PLS-SEM consists of two main multivariate techniques including factor analysis and repeated regressions

### **Construct Reliability and Validity**

scholars such as Hair, Ringle, and Sarstedt (2011) suggested 0.70 threshold as appropriate for loading products, But it also claimed that 0.60 is appropriate if an object increases the extracted average variance (AVE) of the building measures (Hair Jr et al., 2014). As far as the above thresholds are concerned, objects with loads under 0.6 have been discarded, while those with loads under 0.7 that have raised the AVE have remained. The loading results in Table 5 revealed that all items loaded above 0.6 are accurate.

### **Internal Consistency Reliability**

In this analysis, composite reliability (CR) estimates were used to test internal coherence. However, the CR coefficient was indicated to not be less than 0.7 (Chin, 1998; Hair Jr et al., 2014). The CR coefficients for the constructs of this analysis are as suggested, all having the necessary internal consistency, and this is shown in Table 5.

**Convergent validity**

The convergent validity measurement estimate is the stated average variance (AVE) proposed by Fornell and Larcker (1981). The statement was that AVE is the sum average of the squared loadings of the items of a given construct. Thus, the value of AVE of 0.50 and above indicates that the attribute has a convergent validity (Chin, 1998; Hair et al., 2011). All the AVE values in this analysis were above the recommended value of 0.50 for each of their variables, suggesting adequate convergent validity. In Table 5, all variables in this analysis are shown as convergent.

Table 5: Summary of Items Loading, Composite Reliability and Average Variance Extracted (AVE)

<b>Constructs</b>	<b>Items</b>	<b>Loading</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Conversation;			0.936	0.784
	CONV1,	0.874		
	CONV2,	0.881		
	CONV3,	0.899		
	CONV4,	0.887		
Online community;			0.904	0.703
	ONC1,	0.868		
	ONC2,	0.856		
	ONC3,	0.819		
	ONC4,	0.809		
Openness;			0.906	0.708
	OPE1,	0.843		
	OPE2,	0.867		
	OPE3,	0.839		
	OPE4,	0.814		
Innovation;			0.889	0.669
	INNO1,	0.727		
	INNO2,	0.852		
	INNO3,	0.838		
	INNO4,	0.848		

Rapid adaptation;		0.950	0.790
	RAD1,	0.900	
	RAD2,	0.914	
	RAD3,	0.887	
	RAD4,	0.882	
	RAD5,	0.860	
Satisfaction;		0.852	.500
	SAT1,	0.730	
	SAT2,	0.728	
	SAT3,	0.704	
	SAT4,	0.710	
	SAT5,	0.632	
	SAT6,	0.693	

Table 5...

### ***Discriminant validity***

Discriminating validity is the extent to which a construct differs from other constructs. Discriminating validity suggests that a collection of items tests a building independently from other items that assess other buildings (Chen & Rossi, 1987; Lo, Ramayah, De Run, & Ling, 2009).

The results of the discriminatory validity indicating that all the constructions comply with the Fornell-Lacker criterion are shown in Table 6.

Table 6: Fornell-Larcker Criterion

	ACC	CONN	CONV	INNO	ONC	OPE	PART	RAD	SAT
<b>CONV,</b>	0.058	0.131	<b>0.886</b>						
<b>INNO,</b>	-0.033	-0.052	-0.066	<b>0.818</b>					
<b>ONC,</b>	-0.114	-0.028	-0.018	0.565	<b>0.838</b>				
<b>OPE,</b>	-0.185	-0.146	-0.065	0.358	0.434	<b>0.841</b>			
<b>RAD,</b>	0.096	0.139	0.782	-0.140	-0.056	-0.141	0.123	<b>0.889</b>	
<b>SAT,</b>	0.312	0.321	0.034	-0.092	-0.123	-0.118	0.456	0.161	<b>0.700</b>

### **Assessment of Structural Model**

The result of the structural model for the direct relationship between independent and dependent variables in this study is shown in Table 7.

Table 7: Direct Path Coefficients

Paths	Beta	STDEV	T Statistics	P Values
CONV -> INNO;	-0.043	0.039	1.119	<b>0.264</b>
CONV -> RAD;	0.773	0.017	44.200	<b>0.000</b>
CONV -> SAT;	-0.029	0.042	0.694	<b>0.488</b>
ONC -> INNO;	0.504	0.066	7.641	<b>0.000</b>
ONC -> RAD;	0.002	0.035	0.066	<b>0.947</b>
ONC -> SAT;	-0.078	0.046	1.693	<b>0.091</b>
OPE -> INNO;	0.170	0.062	2.739	<b>0.006</b>
OPE -> RAD;	-0.088	0.033	2.672	<b>0.008</b>
OPE -> SAT;	-0.021	0.051	0.401	<b>0.689</b>

Table 7 shows the results of the Direct Relationship Hypothesis Test as proposed in this study. The discussion on the results of this table is as follows:

#### **Main Hypothesis:**

**H01: There is no significant relationship between Social media (Openness, Online community, Conversation) and the business Performance (Rapid adaptation, Satisfaction, Innovation).**

#### **Sub Hypothesis:**

***H01: There is no significant relationship between Openness and the Rapid adaptation:***

Is represented by path linking **OPE -> RAD** in table 7. The result from the table shows the path estimates for the linkage between OPE and RAD with beta ( $\beta = -0.088$ ), t-statistic ( $t = 2.672$ ) and p value ( $p = 0.008$ ). This signifies that the relationship between OPE and RAD is negative and significant, hence hypothesis H01A was Rejected based on this outcome.

***H02: There is no significant relationship between Openness and the Satisfaction:***

Is represented by path linking **OPE -> SAT** in table 7. The path estimates for this relationship reveals beta ( $\beta = -0.021$ ), t statistics ( $t = 0.401$ ) and p value ( $p = 0.689$ ). The hypothesized relationship between OPE and SAT is accepted based on these values, indicating a negative and nonsignificant relationship at 5% level of significance.

***H03: There is no significant relationship between Openness and the Innovation:***

Is represented by path linking **OPE -> INNO** with path estimates of beta ( $\beta = 0.170$ ), t statistics ( $t = 4.090$ ) and p value ( $p = 0.006$ ) as shown in table 7. The result signifies a positive and

significant relationship between OPE and INNO at 1% significance level, thus the proposed hypothesis H01C is Rejected.

***H04: There is no significant relationship between online community and the Rapid adaptation:***

Is represented by path linking **ONC -> RAD** in table 7. The path estimates for this relationship reveals beta ( $\beta = 0.002$ ), t statistics ( $t = 0.066$ ) and p value ( $p = 0.947$ ). The hypothesized relationship between ONC and RAD is accepted based on these values, indicating a positive and nonsignificant relationship at 5% level of significance.

***H05: There is no significant relationship between online community and the Satisfaction:***

Is represented by path linking **ONC -> SAT** in table 7. The path estimates for this relationship reveals beta ( $\beta = -0.078$ ), t statistics ( $t = 1.693$ ) and p value ( $p = 0.091$ ). The hypothesized relationship between ONC and SAT is accepted based on these values, indicating a negative and nonsignificant relationship at 5% level of significance.

***H06: There is no significant relationship between online community and the Innovation:***

Is represented by path linking **ONC -> INNO** with path estimates of beta ( $\beta = 0.504$ ), t statistics ( $t = 7.641$ ) and p value ( $p = 0.000$ ) as shown in table 7. The result signifies a positive and significant relationship between ONC and INNO at 1% significance level, thus the proposed hypothesis H01F is rejected.

***H07: There is no significant relationship between Conversation and the Rapid adaptation:***

Is represented by path linking **CONV -> RAD** with path estimates of beta ( $\beta = 0.773$ ), t statistics ( $t = 44.200$ ) and p value ( $p = 0.000$ ) as shown in table 7. The result signifies a positive and significant relationship between CONV and RAD at 1% significance level, thus the proposed hypothesis H01G is rejected.

***H08: There is no significant relationship between Conversation and the Satisfaction:***

Is represented by path linking **CONV -> SAT** in table 7. The path estimates for this relationship reveals beta ( $\beta = -0.029$ ), t statistics ( $t = 0.694$ ) and p value ( $p = 0.488$ ). The hypothesized relationship between CONV and SAT is accepted based on these values, indicating a negative and nonsignificant relationship at 5% level of significance.

***H09: There is no significant relationship between Conversation and the Innovation:***

Is represented by path linking **CONV -> INNO** in table 7. The path estimates for this relationship reveals beta ( $\beta = -0.025$ ), t statistics ( $t = 1.119$ ) and p value ( $p = 0.264$ ). The hypothesized relationship between CONV and INNO is accepted based on these values, indicating a negative and nonsignificant relationship at 5% level of significance.

**Coefficient of Determination (R-squared)**

According to Chin (1998),  $R^2$  values of 0.19, 0.33 and 0.67 are regarded weak, moderate and substantial respectively. The  $R^2$  values for the variables of interest are shown in Table 8.

Table 8:  $R^2$  Coefficient of Determination for dependent variables

Dependent Variable	R Square
Innovation:	0.359
Rapid adaptation:	0.628
Satisfaction:	0.285

**CONCLUSIONS**

Today, technology has brought many improvements in our everyday lives; the benefit of IT is that we can do our job in a new, more effective and productive manner, which has not been possible in the past (Ali, Bakar, et al., 2016; Ali, Omar, et al., 2016; AlSondos & Salameh, 2020). The findings of this study were informed on the basis of each study objective and also on the basis of findings from other similar studies. Each objective has been assessed and a conclusion has been drawn which covers both theory and practice. The aim of this study was to assess the impact of social media on the performance of the tourism sector in Jordan by Business. The study provides an in-depth analysis of the use of social media and its impact on firm performance. The findings showed that there was a significant effect of Openness, Online community, conversation of social media on satisfaction, where has no positive relationship between Openness, conversation on rapid adaptation while there is positive relationship between online community and rapid adaptation. Media and innovation. Based on the findings the study also concluded that no relationship between openness, online community of social.

**LIMITATIONS AND FURTHER RESEARCH**

This study centered on a single geographical region and focuses on an industry (tourism sector) and therefore it is important to ensure that findings are translated into different contexts. Future research will consider extending this research to other Asian countries in order to identify the applicability of the outcome. A comparative study, including a sample of the tourism sector in other Asian countries, would provide an in-depth discussion of the extent to which tourism and social media adoption influence performance. In addition, future research may consider the inclusion of other sectors, such as banking, industry and manufacturing, and there are also more recommendations, such as the use of dimensions other than (Rapid adaptation, Satisfaction, Innovation) for business performance.

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